

VISION 2020

GROWING WITH EXCELLENCE



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Dear Friend:

Washington Adventist University is determined to transform itself into one of the premier universities in the mid-Atlantic region. Through an ongoing process of evaluation and planning, the University has developed strategic themes and imperatives in order to implement game-changing actions under the six institutional pillars of excellence — Quality, People, Finance, Growth, Service, and Community — to improve its outcomes, raise its profile nationally and internationally, and expand its services to students and the community. The *WAUPLAN* is directly linked to the University's vision, mission, and core values and reflects a participatory cyclical endeavor in which all constituents are represented, allowing for continuity, coherence, and cohesiveness.

Vision 2020 — Growing with Excellence is the motto we adopted to reflect our transformative journey from a good university to a great one. The *WAUPLAN* will be our guide to grow Washington Adventist University into a thriving and distinctive institution of higher education, defined by excellence in all that we do.

Growing with excellence will require a visionary community that is synchronized and aligned behind a commitment to produce graduates who bring competence and moral leadership to their communities worldwide. Moving forward together will help WAU emerge as a premier private Christian university that engages minds and transforms lives. Together we will continue to cultivate and implement best practices so that WAU will be recognized as the best place for students to learn and for employees to work.

Vision 2020 is the most ambitious endeavor in WAU's history. When the plans and actions are implemented, every person, program, and building associated with the University will be transformed. To do this, we need you and all of those who have walked WAU's halls and felt its impact to lend a hand. Together, fulfilling the vision for 2020 is a glorious possibility!

I accept and embrace the responsibility of leading Washington Adventist University to bring its vision to reality because I am proud to exclaim: **This is Washington Adventist University!**

Sincerely,

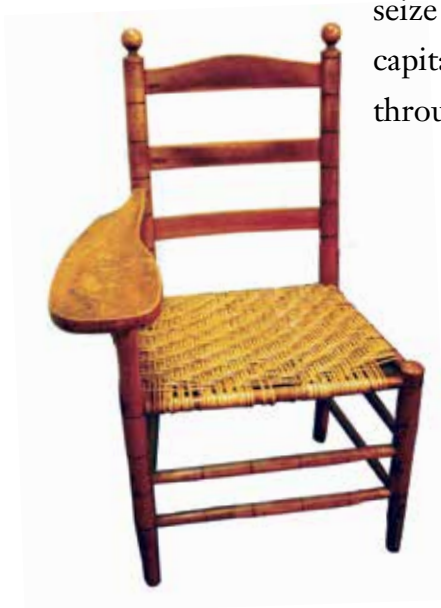
A handwritten signature in black ink that reads "Weymouth Spence". The signature is fluid and cursive, with a long horizontal stroke at the end.

Weymouth Spence
President

Our Mission



Washington Adventist University is a learning community committed to the Seventh-day Adventist Christian vision of excellence and service. This cosmopolitan institution challenges students to seize the opportunities for learning in the nation's capital in order to become moral leaders in communities throughout the world.



Our Vision



To produce graduates who bring competence and moral leadership to their communities.

*"And Jesus grew in wisdom and stature
and in favor with God and man."*

Luke 2:52



WASHINGTON ADVENTIST UNIVERSITY

Founded 1904

Introduction



The purpose of the *WAUPLAN* is to provide a directional map for the development and support of a strategic mix of high-quality academic programs, academic support services, instructional delivery systems, and expanded student markets. The *WAUPLAN* encompasses the entire University as well as national and international educational partnerships. It provides the framework and direction for each academic and administrative support department to develop annual operational and long-term strategic action plans.



This is a rolling, continuous plan that is reviewed and updated annually. Input is sought from a wide variety of individuals and groups across the internal and external learning communities. Following review and approval by the Strategic Planning Committee, the *WAUPLAN* is presented to the Board of Trustees for discussion and endorsement by the president.

At the heart of the *WAUPLAN* are the strategic objectives as well as performance indicators for assessing progress toward goal achievement. The *WAUPLAN*



provides the foundation and direction for the additional planning actions required at the academic and non-academic department levels.

The focus of the University administration is to create, support, enhance, and assess the learning-centered environment that is central to Washington Adventist University's vision of growth, excellence, and leadership and its mission to develop the whole person by inspiring faith in a loving Creator God and encouraging a passion for knowledge, truth, and service to humanity.

ENGAGING MINDS, TRANSFORMING LIVES.



Gateway to Service



“Service” is not just a word at Washington Adventist University. It is a way of life, built into the curriculum and the classroom and lying at the core of the dreams that shape the institution.

When we say WAU is the *Gateway to Service*, our teachers are very close to the core of what we mean. Our faculty introduce into their classes opportunities for students to benefit from our location and mission and see the adventure of learning in the nation’s capital as a distinct opportunity to shape the future through helping students find the future that is uniquely theirs.



Another key element in this mix is the distinctive spiritual atmosphere on campus, which sees spirituality not just as an individual devotional experience (as important as that is), but also through an interface with the world of ideas and a desire to make a difference in the world through service and through a ministry of hope.

Ultimately, it is the graduates of Washington Adventist University who verify the reality of our commitment. Our graduates make a difference by the choices of careers they make and by the ways in which service becomes part of their adult lives, long after they have left the University. Many of our majors, like business and communication, make a service component part of their core requirements. Many of our students connect with specific kinds of ministries



while on campus — and continue similar service activities after graduation. In this way, they are making the world a better place, one student at a time.

Our graduates from both the undergraduate and graduate schools will tell you that a Washington Adventist University education prepares students for a career in the real world and helps develop the skills, experiences, and perspectives that lead to success in whatever career they decide to pursue. Internships and job placement opportunities are a significant and important part of the entire academic program at Washington Adventist University. Our location near the nation’s capital affords our students opportunities for unique internships or job placement in government, media, healthcare, the arts, business and finance, law, and more.





Statement of Core Values



At Washington Adventist University, learner success comes first. Excellence in teaching, learning, and service makes up the core of our mission. We dedicate ourselves as a learning community to the continued pursuit of excellence and recognition of the dignity and worth of our individual members. With these as fundamental principles, the following values guide our actions:

INTEGRATION OF THE LIFE AND TEACHINGS OF JESUS CHRIST: We will model the life and teachings of Jesus Christ in all aspects of the learning community.

COMMITMENT TO QUALITY: We take personal responsibility for continuous improvement and commitment to lifelong learning as we celebrate creativity, innovation, service, and the success of learners.



RESPECT: We insist on an environment of respect. Our actions reflect the respect we hold for our students, our colleagues, our community, and ourselves. We trust each member of the community as an individual deserving of kindness, dignity, and fairness. All are gifted; all are valued.

TRUST: We honor the trust placed in us by our students, the community, and our colleagues. With trust, we act openly and ethically, motivated by cooperation and a collaborative spirit.

CONSIDERATE, OPEN COMMUNICATION: We take responsibility to share information, encourage the exchange of ideas, listen without judgment, and speak with honesty and candor.

ACCOUNTABILITY AND INTEGRITY: We hold ourselves and others accountable for our professional and personal actions, acting responsibly and conducting our business with integrity.



Our Spirit of Community



Our learning community is built on a commitment of excellence, engagement in the learning process, and mutual respect and courtesy. This commitment is an integral part of everything we do and is observed when we:



Respect the rights and property of all members of the campus community

Uphold personal and academic integrity

Practice honesty in communication

Listen to others' viewpoints

Support diversity

Apply cost-effective measures of resources

Work with others to uphold these standards

Model the life and teachings of Jesus Christ





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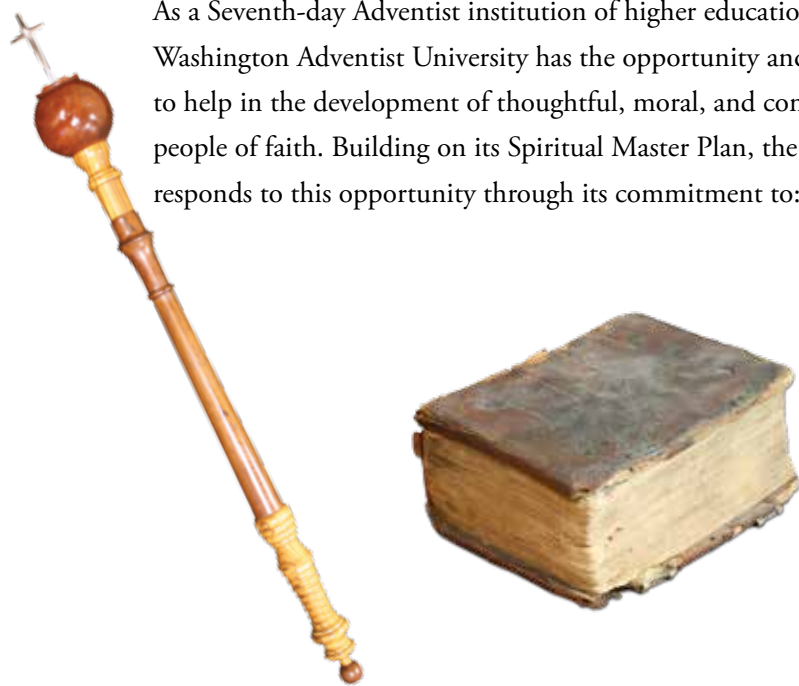
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Strategy One



ENCOURAGE FAITH DEVELOPMENT THAT IS DELIBERATE, PERSONAL, AND CRITICALLY AWARE

As a Seventh-day Adventist institution of higher education, Washington Adventist University has the opportunity and privilege to help in the development of thoughtful, moral, and committed people of faith. Building on its Spiritual Master Plan, the University responds to this opportunity through its commitment to:



Imperative 1: Facilitate a life- and church-changing dialogue centered on Adventism, spiritual formation, and love in action.

Imperative 2: Nurture an atmosphere where persons of various faiths feel valued and respected.

Imperative 3: Create a campus atmosphere in which service permeates life and learning.

Imperative 4: Enable students to develop as moral and ethical beings.

Imperative 5: Provide diverse opportunities for students to promote social change through their interactions in the broader community.

Imperative 6: Promote a culture of Christ-centered wellness.



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Strategy Two



DEEPLY ENGAGE AND VALUE PEOPLE

Washington Adventist University aims to be the premier place to learn, grow, and work, and recognizes that people are most likely to flourish and experience transformative growth when they are supported by a community that truly cares. The University, therefore, will seek to become a model caring community and will pursue this goal through its commitment to:



Imperative 1: Intentionally embrace diversity and intercultural understanding.

Imperative 2: Create a student-centered learning community.

Imperative 3: Actively promote an environment where faculty and staff feel valued.

Imperative 4: Create a culture around customer satisfaction.

Imperative 5: Fully engage constituencies.

Imperative 6: Ensure the value of an enduring, strong, and supportive learning community, including a residential, developmental learning environment within which students, faculty, and staff practice the values of a Washington Adventist University education every day.

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Strategy Three



CREATE A DISTINCTIVE AND DISTINGUISHED LEARNING CULTURE

Building on its heritage and location, Washington Adventist University seeks to become a highly prized home for those students and faculty who are unusually eager to engage with the broader world and who desire to reach their full potential within their chosen academic disciplines. Programs will be distinctive because of their Christ-centered spirituality and their high level of academic rigor. Specifically, the University aims to fully meet the expectations of these students and faculty through its commitment to:



Imperative 1: Develop academic programs of distinction and excellence.

Imperative 2: Fully integrate the resources of the nation's capital into general student learning.

Imperative 3: Strengthen student development.

Imperative 4: Enhance faculty development.

Imperative 5: Reengineer and vitalize the academic programs of the University.

Imperative 6: Create a student life program that focuses on the balanced integration of curricular and co-curricular programs.



Strategy Four



TRANSFORM GOVERNANCE AND THE PHYSICAL CAMPUS

Washington Adventist University, emboldened by a critical opportunity to transform its aging physical campus and meet the spiritual, cultural, learning, teaching, technology, and governance needs of its student body, faculty, and staff, will continuously assess its governance structure and transform its physical campus through its commitment to:



- Imperative 1: Design and build needed academic facilities.
- Imperative 2: Renovate buildings and beautify the campus.
- Imperative 3: Write and implement a comprehensive technology plan that increases efficiencies and effectiveness through technology capabilities investments.
- Imperative 4: Develop a list of capital equipment.
- Imperative 5: Design, implement, assess, and maintain an efficient governance structure.



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Strategy Five



EXPAND AND STRENGTHEN FINANCIAL RESOURCES

Washington Adventist University will achieve a strong financial position and will demonstrate wise Christian stewardship and fiscal responsibility through accountable management and its commitment to:



Imperative 1: Strategically grow and manage enrollment.

Imperative 2: Establish a culture of fiscal responsibility.

Imperative 3: Significantly strengthen the external funding of the University.

Imperative 4: Create and implement a long-term program.

Imperative 5: Establish marketing and communication plans that support all strategies and imperatives.

Imperative 6: Continue to link the capital and operational budgets to the WAUPLAN.

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Strategy Six



EMBRACE AND EXPLORE THE OPPORTUNITIES OF THE NATION'S CAPITAL

Washington Adventist University is privileged to reside near one of the world's greatest cities. Responding to this privilege and opportunity, the University will fully enable its students and faculty to benefit from this remarkable location and will enlarge the perceived University campus to include the nation's capital area through its commitment to:



Imperative 1: Identify and cultivate strategic spiritual, academic, and corporate partnerships.

Imperative 2: Facilitate broad student involvement in the constellation of area events and activities.

Imperative 3: Identify and cultivate strategic partnerships with the General Conference of Seventh-day Adventists.

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Strategy Seven



IMPLEMENT AN INSTITUTIONAL ASSESSMENT PLAN AND METRICS

Through continued development and refinement of policies, systems, processes, planning, and application of resources, Washington Adventist University will emphasize institutional integrity by embracing diversity, setting high performance standards, assessing program effectiveness, and systematically improving to achieve high-quality access, responsiveness, and accountability.



Imperative 1: Define measurable objectives and action-oriented goals.

Imperative 2: Intentionally pursue external accreditation and recognition.

Imperative 3: Define a system of accountability that establishes priorities and assigns actions and target dates.

Imperative 4: Assessment planning — Define the evidence of success and assessment cycle of each objective.

Imperative 5: Strive for continuous quality improvements to the institution's internal operations.

Imperative 6: Ensure the implementation of a rigorous academic program assessment.



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Message from Dave Weigley, Washington Adventist University Board Chairman



When Seventh-day Adventist Church co-founder Ellen G. White surveyed the land where church leaders would build a college, hospital, and church, she remarked, “My hopes for this place are high.”

I felt the same way when, in 1970, I enrolled as a student at Columbia Union College.

When I became president of the Columbia Union Conference and chair of the College Board in 2006, our century-old school was saddled with failing infrastructure, decreasing enrollment, a large debt, and a growing disconnect with constituents. Many questioned our future, but as I walked the grounds of the campus, worshiped in our church, and met the student leaders and dedicated faculty, I was impressed that God still had a plan and purpose for us here. We still needed a school in the nation’s capital where students would get the opportunity to develop academically and spiritually in an Adventist Christian environment. My hopes remained high.

In the past five years, we have experienced an amazing turnaround. In 2009, based on our strong academic programs and growing cadre of graduate degrees, the state endorsed our bid to achieve university status. With constituent support, we became Washington Adventist University (WAU). As we continue on the journey toward growth and excellence and to be recognized as a premier Christian institution of higher education, the Board of Trustees will continue to create, support, enhance, and assess the governance and overall learning-centered environment that are central to Washington Adventist University’s vision of growing with excellence.

As I reflect on the progress we’ve made over the past five years, I’m amazed at what God has done at Washington Adventist University. I appreciate the work of our administrators, board, faculty, and staff, and the support of our alumni, constituents, students, and friends. As we continue to work together to engage minds and transform lives, I am confident that God will continue to guide and bless our plans for the future. Indeed my hopes for this place are high!

Courage,

Dave Weigley
Chairman



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Inaugural Visionaries Gala

The spirit of *Vision 2020* was captured at the Inaugural Visionaries Gala, held on September 22, 2013. The glittering evening honored four people who had distinguished themselves by their innovative and groundbreaking work in service of others. The honorees included Mr. Dikembe Mutombo, who received the award for *Excellence in Humanitarian Service* for his efforts to bring much-needed health care services to his fellow citizens in the Congo; Dr. Evelyn J. Bata, who received the award for *Excellence in Advocacy and Social Justice* for her tireless efforts to bring educational, academic, and employment opportunities to women and minorities; Dr. James Bingham, who received the award for *Excellence in the Musical Arts and Humanities* for his leadership and contribution to elevating the importance and value of the musical arts to Washington Adventist University and the Church; and Mr. Rory Pullins, who received the award for *Excellence in Community Transformation* for his work in education. And, just as these honorees were recognized for their efforts in pursuing excellence, the guests who attended were also recognized for their commitment to Washington Adventist University's *Growing with Excellence* campaign.







Vol. 30, No. 24 **THE SIGNS OF THE TIMES** June 15, 1904
CARROL HOUSE, TAKOMA PARK, D.C.

Dear Fellow Workers,

With gratitude I acknowledge the tender care of my heavenly Father for the blessings that He has bestowed upon me since we left St. Helena. The journey across the continent which I dreaded so much, was pleasant, and I rested all the way. And since I reached Washington, my health has been better than for many months before.

We are pleasantly settled in Takoma Park. Within 15 minutes walk are the homes of Brethren in Daniels, Prescott, Washburn, Spicer, Curtis, Bristol, Rogers, Needham, Cady, and others connected with our work.

The way is opening rapidly for the beginning of our work. For this I am very thankful. As I look at the situation and the prospects here, I'm filled with hope and courage. We shall endeavor to respond to the favoring providences that attend us by pressing forward with the work as speedily as possible.

The location that has been secured for our school and sanitarium is all that could be desired. The land resembles representations that have been shown me by the Lord. It is well adapted for the purpose for which it is to be used. There is on it ample room for a school and sanitarium, without crowding either institution. The atmosphere is pure and the water is pure. A beautiful stream runs right through our land from north to south. This stream is a treasure more valuable than gold or silver. The building sites are upon fine elevations, with excellent drainage.

One day we took a long drive through various parts of Takoma Park. A large part of the township is a natural forest. The houses are not small and crowded closely together, but are roomy and comfortable. They are surrounded by thrifty, second-growth pines, oaks, maples, and other beautiful trees.

The owners of these homes are mostly business men, many of them clerks in the government offices in Washington. They go to the city daily, returning in the evening to their quiet homes.

A good location for the printing-office has been chosen, within easy distance of the post-office, and a site for a meeting-house, also, has been found. It seems as if Takoma Park has been specially prepared for us, and that it has been waiting to be occupied by our institutions and their workers.

My hopes for this place are high. The country for miles and miles around Washington is to be worked from here. I am so thankful that our work is to be established in this place. Were Christ here upon the ground, He would say, "Lift up your eyes, and look on the fields; for they are white already to harvest." We have work to do in leading precious souls onward step by step. Many will have to be taught line upon line, precept upon precept. The truth of God will be applied, by the Spirit's power, to the heart and conscience. We must present the truth in love and faith and hope and courage.

Ellen G. White

Ellen G. White.





www.wau.edu

Office of the President

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